Dear Jim:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr. Chief of Staff to the President

Mr. James D. Robinson, III Chairman American Express Company American Express Plaza New York, NY 10004

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WASHINGTON DC

2126403557 TDMT NEW YORK NY 50 03-02 1228P EST PMS HONORABLE HOWARD BAKER. DLR CHIEF OF STAFF, DLR WHITE HOUSE

CONGRATULATIONS. I'D LIKE TO ADD MY BEST WISHES TO THOSE OF YOUR MANY ADMIRERS AND TO OFFER TO BE OF ANY ASSISTANCE TO YOU IN ONE OF THE TOUGHEST JOBS IN THE WORLD. WE ALL OWE YOU A DEBT OF GRATITUDE AND YOU HAVE OUR HIGHEST PRAISE AND GREAT RESPECT.

JAMES D ROBINSON III CHAIRMAN AMERICAN EXPRESS CO

11 11 Plaza

1232 EST

ny, ny 10004

1236 EST

Dear Jum

HB

Dear Mr. Toyoda:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr. Chief of Staff to the President

Mr. Shoichiro Toyoda President Toyota Motor Corporation 1, Toyota-cho, Toyota Aichi, 471 Japan

HHB Z

TOYOTA

TOYOTA MOTOR CORPORATION

1, Toyota-cho, Toyota, Aichi, Japan Cable: Toyota Motor Toyota Japan

Telex: J59915 Phone: 0565-28-2121

SHOICHIRO TOYODA
PRESIDENT

March 5, 1987

The Honorable Howard J. Baker Chief of Staff to the President The White House 1600 Pennsylvania Avenue, N.W. Washington, DC 20500 U. S. A.

Dear Senator Baker:

In 1985, during our plant site selection process, it was our great honor that our representatives had the opportunity to meet with you and Tennessee Governor Alexander at the Governor's Mansion. I would like to express our deep appreciation for your gracious hospitality and assistance given at that time.

We are very happy to know that you have been appointed by President Ronald Reagan to the position of Chief of Staff to the President of the United States. We realize that the position is of extremely high honor and responsibility. Please accept our sincere congratulations and very best wishes for your continued success.

Respectfully yours,

Shoichiro Tovoda

President

PRESER L COPY

Shoichiro Toyoda, President

TOYOTA MOTOR CORPORATION FT000.

1, TOYOTACHO, TOYOTA, AICHI, 471 JAPAN TELEX:J59915 TEL 0565-28-2121

The Honorable Howard J. Baker Chief of Staff to the President The White House 1600 Pennsylvania Avenue, N.W. Washington, DC 20500 U. S. A.

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VIA AIRMAIL



PRESERVATION COPY MARIZ



From **OVERSEA COURIER SERVICE CO.,LTD.** (海外新聞普及株式会社)

TOYOTA MOTOR CORPORATION

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Aichi, 471 Japan

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14th & F Street, N.W.
14th & F Street, N.W.
WASHINGTON, DC 20045
(202) 347-4233

The Honorable Howard J. Baker Chief of Staff to the President The White House 1600 Pennsylvania Avenue, N.W. Washington, DC 20500 U. S. A.



March 25, 1987

Dear Mr. Howe:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr. Chief of Staff to the President

Mr. J. B. Howe
Rural Health Services Consortium
of Upper East Tennessee, Inc.
Post Office Box 490
Rogersville, TN 37857

J. B. Howe Executive Director



Rural Health Services Consortium of Upper East Tennessee, Inc.

908 East Main St. • P.O. Box 490 Rogersville, Tennessee 37857 (615) 272-9163

J. B. Howe

P.O. Box 16

Rogersville, Tennessee 37857

446-2

March 2, 1987

The Honorable Howard H. Baker Chief of Staff to President Reagan White House Washington, D.C.

Dear Senator Baker:

Just a short and friendly note from one of your good friends and political supporters since 1964, may I extend my sincere appreciation on your appointment as Chief of Staff to President Reagan.

It is evident from the electronic media, the newspaper media that you appointment has enormous support from the Congress as well as the Citizens of this great nation, I think it is clear that you are regarded as the one individual who can reconcile and stabilize the Iranian situation, and in doing so restore responsible and prudent government to this nation, which will indeed restore confidence to this nation and to the Reagan Administration.

Your knowledge of government, your integrity, your tolerance, your ability to work with the Congress, make you the ideal choice for the position of Chief of Staff to President Reagan.

With kind personal regards, and best wishes for a successful tenure as Chief of Staff, I am

T B HAWA

HB

Dear Mr. Gulick:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr. Chief of Staff to the President

Mr. Luther Gulick 404 Riverside Drive New York, NY 10025

105 HHB.V

LUTHER GULICK 404 RIVERSIDE DRIVE NEW YORK, N. Y. 10025

March 17, 1987

The Honorable Howard Baker The White House Washington D.C.

Dear Mr. Baker:

As the sole surviving member of the President's Committee on Administrative Management (Brownlow, Merriam, Gulick) I wish to tell you how gratified I am that you were appointed chief of the President's staff. You will understand what we meant when we stated that "the President needs help", and suggested not to exceed six top level assistants "with a passion for anonymity" to gather, correlate, and supply the historic, current, and political fasts the President needs to make his difficult decisions. The country should rise in gratitude that he has at last a man of great experience, ability, and integrity to aid him.

Sincerely yours

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March 25, 1987

Dear Joe:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr. Chief of Staff to the President

Mr. Amos A. Jordan
Center for Strategic and
International Studies
Georgetown University
Suite 400
1800 K Street, N.W.
Washington, D.C. 20006



Center for Strategic & International Studies Georgetown University • Washington DC

Amos A. Jordan President Chief Executive Officer

MAB-S

March 18, 1987

The Honorable Howard Baker Chief of Staff of the President The White House 1600 Pennsylvania Avenue, N.W. Washington, D.C. 20500

Dear Howard:

Three cheers and a belated congratulations on your recent appointment. Flattery is cheap in this town, but I do think that the President could not have made a better choice to help him out at this difficult juncture in his presidency.

If I personally, or any of my colleagues here at CSIS, can be of any help to you in your new capacity, please let me know. I expect that your days have become twice as busy in the last couple of weeks, although the clock stubbornly refuses to extend beyond twenty-four hours.

Best wishes,

AAJ:bs

Amos A. Jordan

1800 K Street Northwest, Suite 400 • Washington DC 20006 • Telephone 202/887-0200 Cable Address: CENSTRAT TWX: 7108229583

Dear Gene:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr. Chief of Staff to the President

Dr. W. E. Mayberry President Mayo Foundation Rochester, MN 55905

Mayo Foundation

Rochester, Minnesota 55905 Telephone 507 284-2511

W. Eugene Mayberry, M.D. President Chief Executive Officer

March 5, 1987

The Hon. Howard H. Baker, Jr. Vinson & Elkins Law Firm Willard Office Building 1444 Pennsylvania Avenue N.W. Washington, D.C. 2004-1007

Dear Howard:

It was good to see you in Jacksonville for the annual meeting of the Board of Trustees. We are pleased that you were able to be there to participate. Enclosed are some pictures we thought you might like to have.

We look forward to seeing you in May.

Sincerely,

W. E. Mayberry, M.D.

WEM:bb

P.S. Best wishes. We're awfully froud of you fut we always have been! We'll be wishing you been! We'll be wishing you smooth sailing and every success smooth sailing and every success both in the next 2 yrs. and thereafter.

Dear Mark:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr. Chief of Staff to the President

Mr. Mark E. Austad Great Paloma Corporation 8553 East San Alberto Street Scottsdale, AZ 85258

P.S. Thanks for your offer of help.

P.S. Thanks for your offer of help.

GREAT PALOMA CORPORATION

8553 E. San Alberto St. • Scottsdale, Arizona 85258

PERSONAL & CONFIDENTIAL

SENATOR HOWARD BAKER C/O WHITE HOUSE 1600 PRESIDENTIAL AVE WASHINGTON D C





March 10, 1987

HIHR &

Senator Howard Baker c/o White House 1600 Presidential Avenue Washington, D.C.

Dear Sepator, Coward

You never looked more Presidential than the day you said you were withdrawing.

First and foremost, you did great credit to the country and the Presidency. Your straightforward analysis of President Reagan was masterful. No one - but no one could have done it better. It must give you a lifetime charge to know you single-handedly turned this nation around to face the sun once more.

Now to the "meat" of my letter. By "bowing out" in '88, you may have "bowed in". What better schooling for the big job than two years of literal on-the-job training.

You don't need that New Hampshire, Iowa, etc. suicidal nonsense. I have no doubt, if I read your past correctly, that you have what it takes to not only get nominated but, even more vital, elected.

Is there anyone I might contact to take this out of your hands and work for this country's best interest, regardless of your dedication to your new responsibilities.

I have great faith and admiration for the Vice President. I am more and more convinced that he - though greatly qualified, cannot capture the people who swing elections - the politically uncommitted, middle voters. Dole has missed too many opportunities to remain silent on the Iran situation. Kemp is too much a one issue candidate and, from my viewpoint, as an old broadcaster, not too exciting on the tube.

Howard, like it or not, you're the man. Without effort on your part the party would, I feel, want you all the more, because you were helping to save the Reagan Presidency. Please don't turn this off!

You may not know it but since my CBS broadcast days, I have served eight years in the government. One year as a delegate to the UN General Assembly, three years as Ambassador to Finland, and three years as Ambassador to Norway. I am enclosing a curriculum vitae for your information.

I don't need an income. I have no economic ties. I will be prepared to unofficially "go to work" on this project. We don't need your blessings - only your interest. I assure you whatever you say will be held in strictest confidence.

You may think this is corny, but I feel this letter was inspired.

Respectfully and hopefully,

Mark E. Austad

MEA: js

cc: Senator Warren Rudman

HB

March 25, 1987

Dear Maude:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr. Chief of Staff to the President

Mrs. Maude Cross
Oneida, TN 37841

Dear Howard, HHB?

At the proflems

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of millions on sper

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comforting that you

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special to us. health improves lack low- you are a gretty special lady yourself elove you, March 25, 1987

Dear Sarah:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr. Chief of Staff to the President

Mrs. George Alvin Terry Terrawinn 204 Highland Heights Goodlettsville, TN 37072

Sarah Winn Terry HHB²
Much 11. 1987

Dear Hamand Haray & John.

Quaye and I are

So happen for your all.

Your all's Semming makes

us proud of each lend

Que being americans.

Sincisely yours.

(Soul) H

Dear Mr. Leighton:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr. Chief of Staff to the President

Mr. Joe Leighton Joe Leighton & Associates, Inc. Post Office Box 1050 Dana Point, CA 92629

HHBZ

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JOE LEIGHTON & ASSOCIATES, INC.

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ADVERTISING • PUBLIC RELATIONS

March 12, 1987

Mr. Howard Baker Chief of Staff The White House Washington, DC

Dear Howard:

I am indeed grateful that you have once again come to the aid of our country by accepting the pivitol position of "Chief of Staff". I appreciate the sacrifices you are making in accepting this post. Our nation sorely needed a man of your ability and integrity at this time to get the USA back on the track.

I have closely followed your career and supported you as the majority leader of the senate and also in your bid for the presidential nomination. I am confident your day will come for the latter.

Somo

I will be in Washington DC May 13-19 at the Hay-Adams and I would welcome the opportunity to meet you after our years of correspondence.

Sincerely yours,

Leighton

H

Dear Sam:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr. Chief of Staff to the President

Mr. Samuel B. Hollis
President
Federal Compress & Warehouse
Company, Inc.
Post Office Box 77
Memphis, TN 38101



SAMUEL B. HOLLIS President

March 12, 1987

The Honorable Howard H. Baker, Jr. Chief of Staff White House Washington, DC 20500

Dear Howard:

2001 1104010

md.

I am sure you probably receive THE BUSBY PAPERS, but in the event that you haven't seen this particular one, I thought I would send it since it is primarily about you.

Best regards.

Yours most cordially,

SBH:jj Enclosure as noted

H

Thanks

VOLUME VI - 21 ISSN 0738-5767

3.3.87

MEMORANDUM FOR CLIENTS FROM HORACE W BUSBY

RE: The Report and the Response First of Two Papers

The report of the President's Special Review Board [The Tower Commission] and initial responses following from that report's release are subjects of two Perspective Papers. This first of those Papers examines the responses.

At first, there was mostly disbelief. When the four o'clock radio news last Friday reported that Howard Baker was apparently to become the White House's new chief of staff, Washington insiders were confident the story must be in error. At best, it was the wrong Baker: "It couldn't be 'Howard', it must be 'Jim'." At worst, some Republicans thought, "that so-and-so Regan" was trying to throw off his pursuers, conceal whomever he had selected to be his own successor.

Then, within a quarter-hour, CNN broadcast the White House confirmation. At gathering places around the capital, Republicans dropped their reserve: in one hotel bar, a table of GOP money-raisers rose to hug uncomprehending busboys; at the Capitol, an ecstatic Republican Congressman went whooping along a corridor, shouting to passing tourists, "It's Howard Baker, it's Howard Baker."

1.

Rarely has an action provoked such a joyful reaction in political Washington. For 24 hours, following issuance of the Special Review Board's remarkably objective report, the talk among Republicans and Democrats alike had been grim and depressing. The Reagan-presidency, most agreed, was comatose, very near to being dead; in hushed tones appropriate to a hospital room, debate was over when the end might come.

The Baker announcement had the impact of a report that the presidency was back from the edge of the grave. For the first time in a long while, something good, by standards of some Republicans, had happened in the White House. Despite the dull, wintry clouds riding low over Washington, it was as though springtime had arrived.

What evoked the burst of elation was not Howard Baker himself. Neither was it any expectation that a "new president" was about to be inaugurated; no one who knows the Tennessean believes there will be a "Howard Reagan" moving into the Oval Office.

11.

The celebration was for a restoration. Simply put, the White House change meant, in part, that Ronald Reagan had been restored to the office to which he had

been elected by the people; but, in larger part, perhaps, the rejoicing was for the restoration of the presidency itself.

There is no other way to say it: for two years, the American presidency has appeared to be inexplicably under the influence of a sort of regency. After the Old World example of countries with royal courts, where regents are installed to rule when the sovereign is an infant or an imbecile, the President has seemed, at times, neither to hold nor to exercise fully the ultimate executive authority. On repeated evidence, that presidential power was perceived to be shared -- if not, as some contended, usurped -- by what can only be described as the Regan Regency.

Donald Regan cannot be said to have failed, as a man or as a manager. He succeeded superbly at attaining what he coveted, which was a position closer to power than the Cabinet; once installed, he managed brilliantly, first at assembling power in the West Wing, then at interposing himself between the President and the controls over that power. While Washington slept, as it were, he came close -- much closer than anyone before him -- to being the system's de facto chief executive; in the end, that was his undoing. To function as it should, the system had to be rid of the man and the regency he had wrought for himself. When the system prevailed on Friday, there was a Wizard of Oz aspect as grown men danced about, all but singing, "The wicked witch is dead."

111.

The intertwining of the Special Review Board's findings and Mr. Regan's leaving is misleading. What the Board found was not nearly so much the cause for his going as it was an excuse of convenience for dispatching him. Ironically, after investing much in controlling access to the President, he learned of dismissal through CNN.

Power without purpose is not power. Mr. Regan sought power, accumulated it in large quantity, yet had no large ends for it to serve. He sent Cabinet officers into exile abroad, skewed communications with the Republican National Committee, turned the President's family as well as friends against himself, yet he neither built nor tried to build any constituency of his own. It was satisfaction enough, so some believe, that when the West Wing staff spoke of "the Chief," the reference was not to the President. Such perquisites may have been a form of privilege, but they were not a form of power. Thus, at the end, the man who undoubtedly felt that he was using his power to protect the President found that he had not used that power to protect himself. It was an episode without parallel in Washington.

IV.

In departing the White House, Donald Regan takes with him virtually none of the problems troubling the Reagan presidency. Chief among them is Mr. Reagan himself.

Over the days preceding release of the Special Review Board's report, quite a number of men who do not see the President regularly were summoned to counsel with him. Several of them who had served in the first term White House admitted that they went to the meetings prepared for the worst, expecting and fearing that they would be in the presence of a senile, failing man. The fears proved unfounded.

In session after session, Mr. Reagan was fully in command. His wit remained; he advanced his own ideas vigorously and, when necessary, defended them skillfully. At times, he lapsed into long recollections, as he always has, but, as those who

have served other Presidents know, the interminable reminiscence can sometimes be a form of control when a meeting is not going as the President wishes. For some who have been with him, President Reagan's problem is perceived to be less that of personal impairment than of congenital innocence.

Nellie Reagan's trusting son shows little comprehension of what other men will do for -- or with -- power. When the Special Review Board briefed him privately on their report, some members recognized that Mr. Reagan was simply "shaken" by their accounts of what had been going on about him. In his world, nearly everyone -- but for some "Dimmycrats" -- is a hero or heroine; harsh reality hurts. The resistance to such reality, in turn, hurts him: had his initial reaction to the arms affair been roof-raising outrage, it might be mostly over now, except for courtroom trials. The single small reservation heard in Washington about the Ronald Reagan-Howard Baker pairing is that Senator Baker often mirrors the innocence trait. "Howard," a friend once said of him in exasperation, "would be president if he could just be a bastard."

٧.

Innocence is, of course, a personal trait for which others cannot be fairly held accountable. Where Mr. Reagan has been most seriously failed in his second term is in the realm of intellectuality. Unlike the ebullient years of his first term, when what was called "The Reagan Revolution" had such force, the second White House has deprived him of new, original ideas defining the conservatism he leads.

Conservative intellectuals, genuine and pseudo, once so much in evidence, no longer identify with the White House; many of them regard the administration as sterile and off course. Think tanks, on which Mr. Reagan relied as Governor and as a new President, are distant influences, relations with some of them are soured. Against sometimes bitter opposition from old Reagan hands, the newcomers in this second White House have prevailed: when Mr. Reagan speaks publicly, his texts are deliberately "themeless." For the first time in nearly 30 years, Ronald Reagan on the platform now sounds no clarion conservative call. The actor has no good scripts.

This, like much else, can be changed. It remains, though, that Mr. Reagan can be, as presidents maybe should be, a stubborn man; change will not come easily.

VI.

Howard Baker is not the man to fill any intellectual voids, but that is not a handicap. Chiefs of staff have less time than presidents for being cerebral. Why the Baker appointment occasions so much elation is that, as a function of his prior experience as well as personality, the former Senator figures to reopen the normal flow of support always eager to embrace and serve any president.

Senators and Representatives receive no training in the arts of isolation. The Congressional life is not lived behind walls. For two years, one imperative of the second White House has been that of keeping people out, controlling contacts with the President; under Mr. Baker, the walls will come tumbling down. It is rare but not unprecedented for presidents to be served by men from Congress. Gerald Ford's first chief of staff was former Illinois Congressman Donald Rumsfeld, now a likely candidate for the GOP nomination. "Rummy" made things go easily for all but then-Vice President Nelson Rockefeller who considered Mr. Rumsfeld to be the architect of Rockefeller's isolation and eventual ostracism. Much earlier, in World War II, FDR lured South Carolina's James Byrnes from the Senate to serve as

his principal assistant; it was a notably effective and comfortable collaboration.

VII.

Howard Baker's withdrawal from 1988 presidential politics is regarded, for the moment, as a non-event. He might have had some chance of faring well in the south's super-Tuesday multi-state primaries. But he did not figure to become a pack leader.

The Baker appointment, though, has implications for 1988 beyond the man himself. Soundly or not, the parties are both according uncommon importance to the south; each will hold nominating conventions in the region, Republicans in New Orleans, Democrats in Atlanta. Although neither party is likely to put a southerner at the head of the ticket, each may end up virtually obliged to include someone from the region in the second spot. For the interim, between now and the conventions, no other southerner will be anywhere near so large in the national news as Howard Baker. If his role is perceived as successful in righting the Reagan White House, Mr. Baker might well be the GOP vice presidential nominee by acclamation in New Orleans. That, in turn, could be beneficial for Republicans in the region's Congressional contests.

Equally as consequential, though, is the Baker appointment's significance for the GOP's central power struggle: the contest of the party's mainstream Senators with the fringe elements. Those fringes already recognize that the former Majority Leader's new position is bad news for them; they will resist him vigorously. Yet, over the longer term, Mr. Baker's positioning should contribute to entrenching the GOP moderates and pragmatists as successors to the party's central power. This is, in its way, fitting. In 1981, when the Republicans returned to the Senate majority after 25 years in the minority, Howard Baker was chiefly responsible for recasting the party's mindset.

This is, of course, highly anticipatory. The White House, at the moment, is not a going concern; to succeed, Mr. Baker must do it the old-fashioned way: earn it.

VIII.

The restoration of the Reagan presidency is not an accomplished fact. It will be necessary for him to steer some tricky shoals, at home and especially abroad. Mr. Reagan was already scheduled for a European tour -- including a Berlin Wall visit -- before summer. Now, Mr. Gorbachev's initiatives deepen the involvement.

Ironically, Mr. Reagan's performance at Reykjavik last year is acquiring some of the same kind of negatives which followed from FDR's Yalta conference with Stalin. Democrats were haunted long afterwards by the notions -- part fact, part legend -- that an ailing, impaired Roosevelt gave away eastern Europe at that meeting. The Republican right already is sounding alarms against allowing Mr. Reagan to bargain with his Russian counterpart. This could turn into quite a delicate affair.

For now, though, even partisan Democrats acknowledge that Donald Regan's departure and Howard Baker's arrival should improve what had become an oppressive atmosphere. The Regan Regency was consuming the capital, eating at the entrails of the system much as the Sherman Adams Regency had done under Eisenhower in the 1950s. An opportunity is open for Mr. Reagan to return to the offensive, if he is, in fact, up to it and still interested. But it is an opportunity unlikely to knock twice.

Horace W Busby Publisher Margaret Mayer Editor T Dean Reed

March 25, 1987

Dear Catherine:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr. Chief of Staff to the President

The Honorable Catherine May Bedell 514 Sandpiper Palm Desert, CA 92260

CATHERINE MAY BEDELL 514 Sandpiper Palm Desert, CA 92260 (619) 568-2118

March 13, 1987

Howard H. Baker, Jr. Chief of Staff The White House Washington, D. C. 20500

Dear Howard:

I am so proud of you and you have my eternal gratitude as an American citizen for talking on the job. Since I served with your mother and dad in Congress and was a personal friend of your equally illustrious in-laws, I'm not surprised that you were willing to accept the tough responsibility of a heritage like that. Just remember you have everything going for you - the prayers and the good will of the people of this country.

Thank you and bless you.

Sincerely,

Catherine May Bedell

4

Dear John:

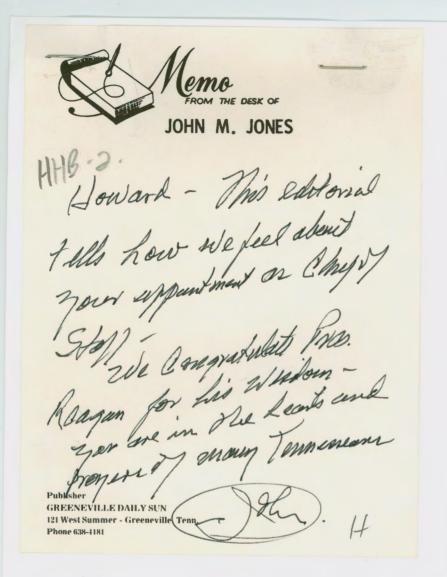
Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr. Chief of Staff to the President

Mr. John M. Jones Greeneville Daily Sun 121 West Summer Greeneville, TN 37744-1630



EDITORIAL

Baker's Dramatic Rescue Move

The dramatic events at the White House last Friday seemed almost like the climax to one of those great old-fashioned western movies with a script something like this:

The wagons are circled, but ammunition is running low. The enemy holds the high ground, and each charge seems to bring them closer to overrunning the defenders. Some of the wagons are

already smoldering.
Inside the circle, the regimental colors are still flying and the embattled general is keeping up a confident front, but even his energy seems to be flagging. Several of his top-ranking officers have been taken away to the hospital wagon, unable to be of further use in the

battle. Others are despondent.

The regimental executive officer is still in the battle, but he is clearly weakened from several direct hits, and his usually impeccable uniform is becoming tattered. Meanwhile, the general's wife, the only woman on the scene, is near-frantic with concern for the general and the remains of the regiment. She is also furious at the executive officer and the intelligence staff, whom she blames for letting the regiment get into such a desperate situation. Others give her husband himself much of the responsibility for that predicament, despite the good intentions of all involved in the decisions.

Several couriers from the general have managed to slip through the lines to seek help, but they have returned with the grim news that no one seems able or willing to come. Sensing its advantage, the enemy has moved up field artillery, and is beginning to get the range.

Then, just as the situation seems beyond help, over the hill thunders a lone rider. Attackers scatter as he gallops through the battle lines and into the circle of wagons. The rider is instantly recognized by both sides as a famed senior officer -- a master strategist, mostly retired now and controversial with some, but known for his ability to salvage victories from apparently hopeless circumstances. The general had sent one courier to him secretly, when all other hope seemed gone.

Not sure how to interpret the changed situation, the attackers pull back into a wait-and-see position. Meanwhile, inside the circle of wagons, smiles spread across weary faces. For the moment at least, there is hope that the embattled command can rally and break out of the trap.

As the camera pulls back, the general welcomes his old friend and comrade gratefully, and they sit down alone at a small campfire to talk about what can be done. The general's wife moves up to the campfire with a battered pot of steaming coffee, an expression of relief on her face for the first time in many days. Far in the background, a figure that looks a lot like the executive officer is saddling his horse. "To Be Continued" appears on the screen.

Movies are usually fiction, but there was nothing unreal about the urgency at the White House last week. On the heels of the Tower Commission Report, the most impressive account of the Iran/ Contra affair to have come out so far, the situation must have looked desperate indeed.

The leadership of White House Chief of Staff Donald Regan was clearly discredited by the Tower Report, and the President himself was credibly presented as at least far too lax in the way he controlled his subordinates in the Iran/Contra matter. New polls showed he had dropped to his lowest standing with the public in six years.

Meanwhile, Admiral John Poindexter and Colonel Oliver North of the National Security Council were themselves discredited and on the sidelines -- not for deficient patriotism but for poor judgment. CIA Director Bill Casey, an old friend and confidant, was out of the battle for health reasons, and the President's nomination for Casey's replacement was in trouble with the Senate.

Regan's departure was considered imminent, but no replacement was in sight. The President's old friend former Sen. Paul Laxalt had turned down the job, as had former Secretary of Transportation Drew Lewis. Things were sliding downhill rapidly both for Mr. Reagan personally and for the crucial office he holds.

Enter former Tennessee Sen. Howard Baker, a seasoned Washington veteran with broad respect on both sides of the political aisle, and both inside the White House and outside it. Even the national news media who like the President himself' least seem to have grudging or not so grudging -- respect for Howard Baker's judgment, fairness, integrity, and ability. He was the best possible choice we can imagine.

The surprise was that he would make himself available, in light of the fact that, with Vice President George Bush seriously weakened by the Iran/Contra matter, Senator Baker seemed on the verge of declaring himself a candidate

for President in 1988.

Just how that decision was made will probably come out in the coming days and weeks. By accepting the post, he made it clear that he has given up plans to campaign for the Republican nomination for President in 1988. At the same time, all may not be lost so far as his 1988 hopes are concerned. The move makes it unnecessary for him to make a formal decision on his long-shot bid for President, but his new responsibilities will return him to Washington, place him squarely in the public eye, and give him invaluable training for the presidency -- keeping him available for a draft but without the need to run a conventional campaign.

Even so, if he has presidential aspirations -- or even if he does not -- he is



How About An 'Amerika

Recently when I was on the Donahue Show, I suggested that a sequel to the ABC miniseries, "Amerika," should be produced as a response to those who say it is mean to show a program based on a Soviet occupation of the United States. Let's even things up by showing an American occupation of the Soviet Union.

This film would reflect the conduct of the United States in our occupations of Germany and Japan, unlike "Amerika," which bore little resemblance to actual Soviet behavior in countries they have occupied. We dismantled totalitarian regimes and converted both West Germany and Japan into democracies. We introduced freedom of speech, press, religion and assembly. We instituted free and fair elections. To insure a fresh start and new faces, we barred key figures in the old dictatorial regimes from holding office.

We imprisoned quite a number of convicted war criminals and executed a few, but there was no mass killing, no incarceration in prisons or labor camps of masses of political prisoners as a

means of frightening the public into docility.
We provided billions of dollars of aid to relieve the suffering of those who had been our mortal enemies. We promoted the development of competitive private enterprise and a free market system. The results astonished even the optimists. Within 10 years after they had been devastated by the war, West Germany and Japan had become revitalized, thriving economies. They were called economic miracles. The policies and programs we instituted were the launching pad for an economic take-off that brought both these countries unprecedented prosperity and wealth.

They were also converted from militaristic, aggressively expansionist nations into peaceloving states that threatened no one. They had become part of the family of the Free World, and their citizens were free to travel anywhere in that

The new film might center around Vladimir Rusnak, a fictional KGB officer who escaped from Russia in the early days of the occupation to avoid being tried for serious crimes he had committed. These included his participation in the Katyn massacre in Poland in 1940. He had

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Dear Mr. Shigeta:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

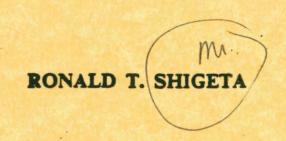
With my best wishes,

Sincerely,

Howard H. Baker, Jr. Chief of Staff to the President

Mr. Ronald T. Shigeta Harding House 100 1111 14th Avenue Honolulu, HI 96816





James Residence 200 1555 Wilhelmina Rise Honolulu, Hawaii 96816 United States of America

500 Chesham House 150, Regent Street London W1R 5FA United Kingdom

The Honorable Howard Henry Baker, Junior
The United States Chief of Staff of The White House
The Republican Leader of The United States Senate in immediate past service
The Senior United States Senator of The State of Tennessee
in immediate past service
The White House Office
Sixteen+Hundred Pennsylvania Avenue, Northwest
Washington, District of Columbia 20500
United States of America

I am gratefully privileged to have learned of your recent presidential appointment as The White House Chief of Staff.

May you encounter every success as you embark upon the challenges of your new duties and responsibilities.

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Correspondence address: Harding House 100

Eleven+Eleven Fourteenth Avenue

Honolulu, Hawaii 96816 United States of America

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United States Senate

OFFICE OF THE MAJORITY LEADER
WASHINGTON, D.C. 20510

December 1, 1981

Mr. Ronald T. Shigeta River View North 1343 Rafael Street Salem, Oregon 97303

Dear Mr. Shigeta:

I have forwarded your credentials to the appropriate officials within President Reagan's Administration.

I am sure you will be given every consideration as the President's Cabinet and advisors make their staffing decisions.

I am pleased to have had the opportunity to be of assistance to you.

Sincerely,

HHBJr:ttm

PRESERVATION COPY

THE HONORABLE HOWARD HENRY BAKER, JUNIOR
THE UNITED STATES CHIEF OF STAFF OF THE WHITE HOUSE
THE REPUBLICAN LEADER OF THE UNITED STATES SENATE
IN IMMEDIATE PAST SERVICE
THE SENIOR UNITED STATES SENATOR OF THE STATE OF TENNESSEE
IN IMMEDIATE PAST SERVICE
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